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# **Army Mid Year Review Process Transformation**

**Assistant Secretary of the Army  
(Financial Management and Comptroller)**



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# AGENDA / PURPOSE

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## Agenda

- **MYR Overview / Terms / Key Players**
- **Previous MYR Purpose / Method (FY04 and earlier)**
- **FY05—First Signs of Change**
- **Transformation (FY06)—Corporate MYR**
- **Full Implementation (FY07)—Corporate Process for Funding Letter, 1<sup>st</sup> Quarter Review, and MYR**

## Purpose

- **Describe Army's transformation from OMA-centric Review system to Corporate Overview**
- **Discuss benefits of new Review process**



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# OVERVIEW / BACKGROUND

## Overview

- The Mid Year Review is an Army fixture that is conducted down to Division level. It has historically had two primary missions:
  - Assess the health of the command's units
  - Determine command's ability to pay Unfinanced Requirements

## Terms and Key Players

- ASA(FM&C)—Assistant Secretary of the Army (Financial Management & Comptroller)
- MILDEP—Military Deputy for Budget
- DAB—Director, Army Budget
- DOS—OMA appropriation sponsor (Director, Operations and Support)
- MYR—Mid Year Review
- Command Designations:
  - MACOM—Major command (old term)
  - ACC (Army Component Command)
  - ASCC (Army Service Component Command)



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# COMPLEX MATH REQUIRES INTEGRATED SOLUTION



Pre-Decisional // EO

Army Budget Office



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# OLD MODEL—OBJECTIVES

FY03 / FY04 and earlier had OMA-centric objectives

- Commands came in to brief DOS, DAB, or VCSA
- Focus on UFRs and OMA issues

FY03  
Army  
Objective  
S

## Mid-Year Review Objectives

- Provide a venue for MACOM commanders and senior Army leaders/staff to conduct direct discussions on OMA funding strategy, execution, and issues
- Develop a common situational awareness of the Army's OMA supported, programs and activities
- Take the first step to use the MACOM Balanced Scorecards as a MYR assessment tool

Command  
Objective  
S

### Main Points for Commands (FY03):

- Generate revenue
  - Cost control
  - Leverage funds:
- Very important points, but do not require 4-star involvement*



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# OLD MODEL—TIME INTENSIVE

Earlier MYR process was time-intensive for HQDA and MACOMs—multiple reviews consumed senior leader time...

FY03



Assistant Secretary of the Army - Financial Management & Comptroller

## OMA Review Calendar

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		01 April	02	03	04	05
Friday 28 March CID	Monday 31 March MTMC	OCAR ARNG	INSCOM MDW		EUSA	
06	07 NETCOM	08 TRADOC	09 USARPAC	10	11 FORSCOM	12
13	14 USARSO	15 AMC	16 NDU ATEC	17 USAREUR	18 COE	19
20	21 USMA	22 IMA MEDCOM	23 EUCOM ASC	24 OA22 SOUTHCOM	25 USASOC SMDC OUT-BRIEF (I)	26
27	28	29	30			

### Old Process:

- Fragmented
- Time-intensive
- Inefficient
- OMA-centric
- Limited value for senior leaders
- Limited perspective

Commands were required to submit 20 slides!

Pre Decisional // EO

Budget Office



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# OLD MODEL ANALYSIS

Unit-centric, stove-piped model led to some extra work because leaders weren't presented with the total-Army picture at one time...

**DILBERT**





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# FY05 MYR—SOME CHANGE

**FY05 MYR was still OMA-centric**

- Commands came in to brief DOS, DAB, or VCSA
- Focus on UFRs and OMA issues



## WAY AHEAD

- ✓ Over the next 3 weeks, the field will brief either VCSA, DAB or DOS

VCSA	DAB	DOS
TRADOC	COE	MEDCOM
OCAR	NETCOM	MDW
HGB	USARPAC	SMDC
IMA	ASC	SDDC
EUSA	USASOC	USMA
AMC	OA22	ACA
FORSCOM	INSCOM	ATEC
USAREUR	SOUTHCOM	CID
	EUCOM	

## MID-YEAR REVIEW PLAN

### Current Fiscal Snapshot...

- ✓ Have continued through March to spend at a rate that will exceed projected OMA funding by ~\$5.0B.
- ✓ Have ~~sufficient funds to last until early May.~~
- ✓ Major purpose of MYR is to properly balance all Army appropriations for the remainder of the fiscal year.

**One of the major objectives of MYR was to balance across appropriations. However...**

- Briefing was focused on OMA
- Separate MACOM briefings—difficult to achieve unity of effort





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# FY06— YEAR OF TRANSFORMATION

## Corporate Review of Army Resources

From FY06 MYR Final Brief



### TODAY'S OBJECTIVE



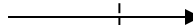
*Review the Status of the Army's Funding*

*Develop a Corporate Recommendation to Address FY06 Capability Gaps.*

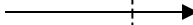
- Military Personnel
- Operation and Maintenance
- Procurement
- Research, Development, Testing and Evaluation
- Military Construction

*Sources Available with Associated Risk*

Senior leader consensus...



Review all appropriations





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# FY06— *ENDSTATE*

FY06 was the first year for full-up corporate mid year review

- Review looked at all appropriations

- O&M: OMA, OMNG, OMAR

- MILPERS: MPA, NGPA, RPA

- Investment: MILCON, BRAC, RDTE, Procurement

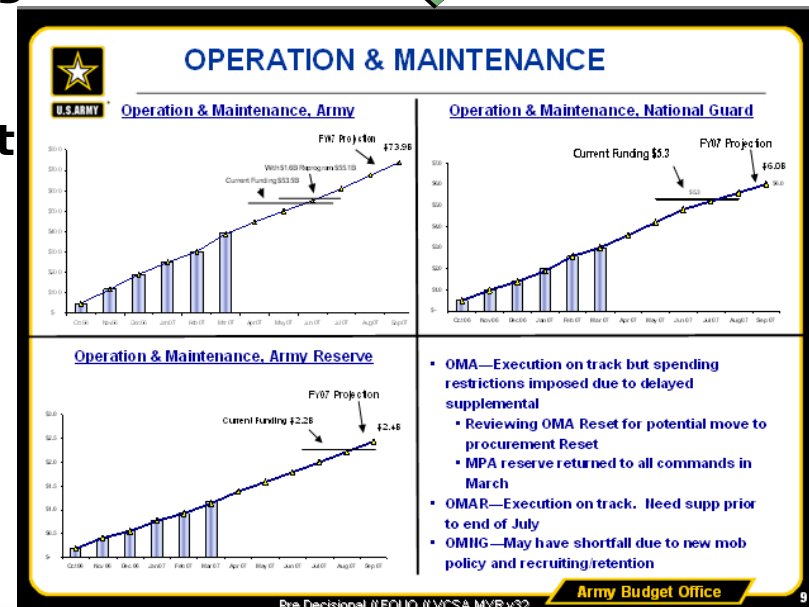
- Culminated in full-up 3 & 4-star briefing with VCSA

**\*\*The 44-Star Meeting...\*\*b>**

- Army focused on top issues and resolut

- Decisions used to shape OMNIBUS

Senior leader review  
of all  
appropriations...



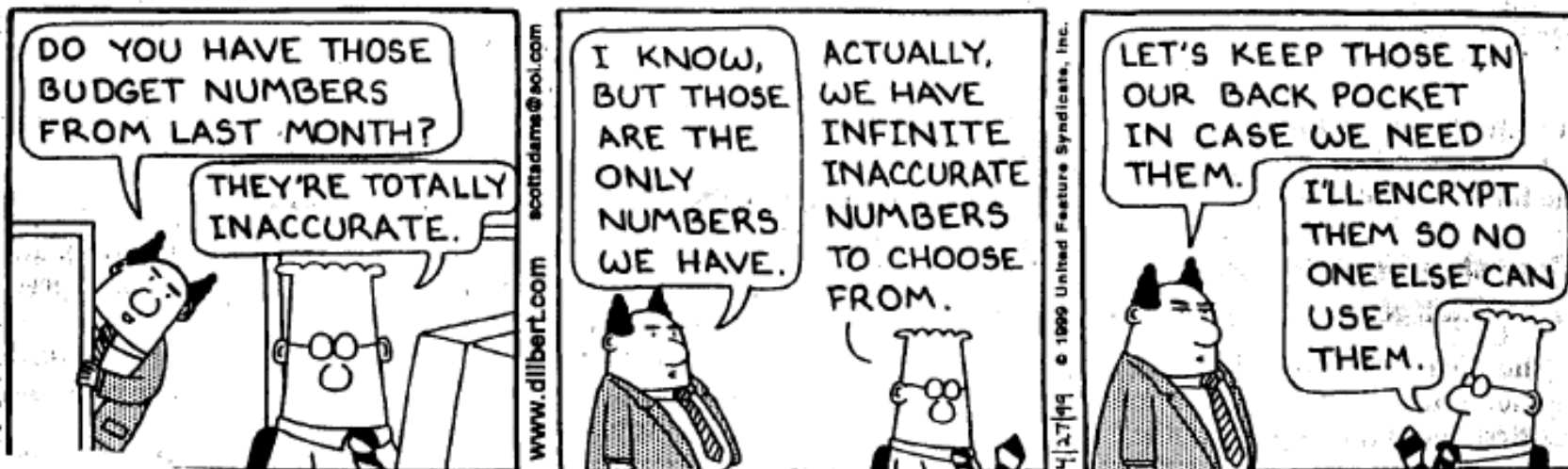


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# INFORMING THE LEADERSHIP

Transforming from FY06 into synchronized process into FY07 gives leadership the tools they need for informed decisions...

DILBERT





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# NEW STANDARD

## FY07 MYR cuts across all appropriations

- Coordinated across HQDA (especially with G3 and G8)
- Unit involvement at all steps
- Prebriefs and IPRs with Army leadership
- ACOM/ASCC Cdrs meet with VCSA
- Focus on Total Army
  - Active
  - Guard
  - Reserve

Command  
feedback is  
overwhelmin  
gly  
positive...



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## FY07 MYR TIMELINE

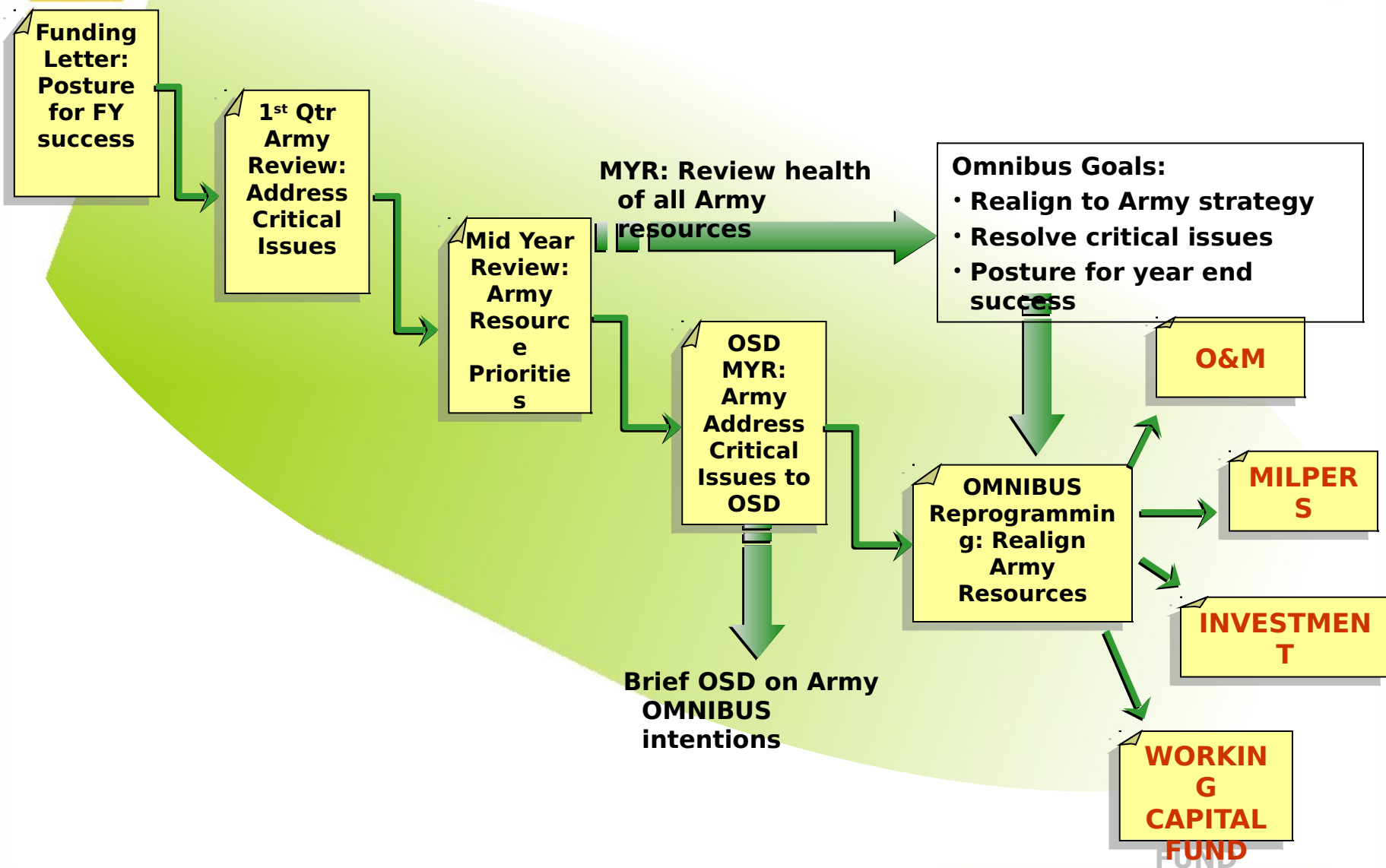
Leader events shown in red...

- ✓ 1. IPR with DAB—13 March
- ✓ 2. VTC and ASARS (UFR) Guidance to field—15 March
- ✓ 3. IPR with MILDEP—16 March
- ✓ 4. Open ASARS (UFR) database—19 March
- ✓ 5. DOS VTC with all RVAs—20 March. Purpose: clarify guidance, answer questions, explain way ahead
- ✓ 6. IPR with VCSA—21 March
- ✓ 7. Close ASARS database—30 March
- ✓ 8. Review / research / organize UFRs / coordinate w/G3/G8/G6—2 Apr UTC
- ✓ 9. Receive / analyze execution slides from units—6 Apr (EOM March data)
- ✓ 10. Prelim March DFAS data (update Army execution slides)—11 Apr
- ✓ 11. 3WG / 3WM / 3 Kings—11-13 April (Wed @ 1300, Thurs @ 0930, Fri @ 1300)
- ✓ 12. DAB Prebrief—18 Apr, 1600-1730 hrs.
- ✓ 13. 3WG / 3WM / 3 Kings IPR—18, 19, 20 Apr—Prioritized UFR list
- ✓ 14. MILDEP / ASA(FM&C) Prebrief—23 Apr, 1400-1600 hrs.
- ✓ 15. 3 Kings Lunch—24 Apr, 1200-1300 hrs.
- ✓ 16. VCSA Prep Session—25 Apr, 1545-1715 hrs.
- ✓ 17. AR2B Presentation—26 Apr, 1230-1330 hrs.
- ✓ 18. DOS Prep VTC with RVAs—27 Apr, 1530-1700 hrs.
- ✓ 19. IPR with VCSA—30 Apr, 0900 hrs.
- ✓ 20. VCSA with ACOM/ASCC Cdrs (+OA22, IMCOM, EUSA)—1 May, 1500-1700 hrs.
- ✓ 21. DOS follow-up VTC—2 May, 1500-1700 hrs.

As of: 1 May 07



# FY07—FULLY SYNCHRONIZED PROCESS





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# CONCLUSION

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- **Old MYR model was inefficient**
  - **Stovepipe**
  - **Unit-centric**
  - **OMA-centric**
- **Transformation began in FY05**
  - **Look across appropriations**
  - **Remained command-centric**
- **FY06 / FY06—full implementation**
  - **Corporate review of Army resources**
  - **All appropriations**
  - **Coordinated across HQDA staff**
  - **Major Army commands come to the table with VCSA**